



Randal L. Schultz

Partner

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Randal Schultz excels at crafting innovative legal solutions to complex problems, which is matched by his ability to communicate the solutions in clear, understandable terms. A seasoned health care lawyer, clients value his pragmatism, his ability to anticipate and mitigate financial and legal risks, and his dedication to their success. One corporate M&A client said, “Randal Schultz is at the very vanguard of evolving health care law and finance. We recommend him with our strongest endorsement.” When asked what he does for clients, Randal said, “My job is to get our health care clients in the business of medicine so they can enjoy the delivery of medical services.”

Health Care Law

Randal Schultz stands at the forefront of legal innovation in health care. With a distinguished career dedicated to supporting businesses within this highly regulated industry, Randal brings a wealth of knowledge and strategic acumen to the table. Combining a robust financial background as a certified public accountant with an intricate understanding of legal frameworks, Randal provides unique insights into the complexities of health care law and finance. This lends to a profound understanding of the complex landscape where health care and corporate finance intersect, enabling him to guide clients through the myriad of federal regulations and challenges that define this space.

There are many types of matters for which Randal provides legal counsel. They include :

- Affiliations, joint ventures, and collaborations
- Corporate structuring

Areas of Focus

Services

[Corporate & Business](#)

[Tax](#)

[Closely Held & Family
Businesses](#)

[Emerging Growth Companies](#)

Sectors

[Health Care](#)

[Health Care Regulatory &
Compliance Counseling](#)

[Health Care Transactions](#)



- Compensation and retirement planning
- Employee benefits plans / ERISA
- Facility and provider licensing
- Federal health care billing compliance
- Governance
- Health care financing and delivery models
- Insurance program design and development
- Mergers and acquisitions
- Provider, vendor, and managed care contracting
- Regulatory and compliance counseling
- Tax

At the heart of Randal's practice is a deep commitment to powering each client's corporate finance engine. He also focuses on aligning legal strategies to meet client business goals, ensuring compliance, securing the client's competitive advantage, and helping them to deliver operational excellence. Randal serves as a strategic partner to all sizes of entities from health care startups to established companies. He has worked with:

- Ambulatory surgical centers
- Hospitals (physician and non-physician owned)
- Imaging centers
- Laboratories
- Pharmacies
- Physician groups
- Specialty care centers

With more than 30 years of experience, Randal's practice is more than problem-solving; it aims to bolster health care businesses, allowing them to focus on patient care while he helps to manage the legal and corporate complexities. His proactive engagement with clients, coupled with his foresight into industry trends, keeps them ahead of regulatory changes and competitive in their field. Randal remains a critical ally for health care organizations, delivering unparalleled legal counsel that empowers them to maximize operational efficiency and financial performance.

In addition to being an attorney, Randal has his CPA certificate and was an adjunct professor at Rockhurst University, teaching Corporate Law in its MBA program. He gives speeches locally and nationally on health care regulatory issues, employee benefits, compensation and insurance issues and has been quoted and/or featured in articles discussing health care and insurance-related issues in The Kansas City Star, The Kansas City Business Journal, MD News and The



Wall Street Journal and Medical Economics Magazine. Additionally, Randal was the featured health care attorney for a nationally syndicated radio program on the economics of medicine, as well as for local talk radio.

Experience

- Innovating health care delivery models in Denver to devise programs where practitioners bundle cost-effective care solutions that adjust market prices and significantly improve patient care quality through integrated services.
 - Forming multiple large-scale clinically integrated health care provider organizations and working with ACO shared savings delivery models.
 - Providing consultation on various states' insurance regulations and federal Stark law and antikickback regulations involving hundreds of health care transactions for regional and national clients.
 - Providing legal counsel to community hospitals and a large group purchasing organization for a national Children's Hospital network.
 - Helping develop the US Stop Loss Health Insurance policy for Lloyds of London covering self-insured employers.
 - Designing and implementing insurance programs for national and local employers, insurers, and reinsurers, including working with self-insured and fully insured employee benefits and property and casualty programs, insurance brokerage agreements, excess and reinsurance structures, offshore captive insurance companies, and the relationship between the programs, the insurers, and the regulators.
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Credentials

Education

- University of Iowa College of Law, J.D., 1985, with honors
- University of Iowa, B.A., Accounting, 1982, with highest honors

Bar Admissions

- Colorado
- Kansas
- Minnesota
- Missouri

Recognition

- *Chambers USA: America's Leading Lawyers for Business*, Kansas Corporate/M&A, 2022-2024

- Selected among *The Best Lawyers in America*®, 2018-2025
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Presentations

- Presenter, "Issues with Providing Medical Services Across State Lines," Lathrop GPM Health Law Seminar, July 24, 2024
- Co-presenter, "Using Equity Funds to Achieve Health Care Delivery and Financial Goals for Physicians and Medical Practices," Lathrop GPM Health Law Seminar, September 13, 2023
- Presenter, "What Medical Managers Need to Know about Laws and Strategies Affecting Medical Practices," Medical Group Management Association of Kansas Annual Conference, April 21, 2023
- Presenter, "Forming Large Groups, Equity Deals and Corporate Dentistry," Presentation for Oral Surgeons, November 5, 2022
- Panelist, "The Lure of a Multiple – What You Need to Know About Private Equity Investments in Health Care," Lathrop GPM Health Law Seminar, September 22, 2022
- Co-presenter, "Big Cases and the Impact on Health Care: Health Care Providers and the Practical Response to *Dobbs v. Jackson Women's Health Organization*," Lathrop GPM Health Law Seminar, September 22, 2022
- Presenter, "Update on Legal Issues for NBC Members: Antitrust and *Roe v. Wade*," National Behavioral Consortium Fall Conference, September 21, 2022
- Presenter, "Current Trends in Health Care Delivery and Stark Law Changes," MoMSP Spring Conference, April 29, 2022
- Presenter, "Equity Funds & Physician Practices," Greater Kansas City MGMA, November 17, 2021
- Presenter, 2021 Virtual Health Care Transactions Program, American Health Law Association, April 14, 2021
- Presenter, "Using Equity Funds to Achieve Health Care Delivery and Financial Goals for Physicians and Medical Practices," American Health Law Association, March 18, 2020
- Co-presenter, "The Shifting Legal Landscape of Telehealth," Midwest MGMA Webinar, October 22, 2020
- Co-presenter, "Emerging from COVID and Beyond ... How to Structure a Successful Medical Practice," Midwest MGMA Webinar, June 16, 2020
- Panelist, "Table of Experts: Health Care Business Trends — What to Expect in 2020," Kansas City Business Journal, February 28, 2020
- Presenter, "Emerging Trends in Health Care Delivery, Legal Strategies and Issues," Greater Kansas City Society of Health Attorneys, January 16, 2019
- Presenter, "Legal Implications of Non-Compete Agreements for Physicians and Hospitals," Kansas City Medical Society, October 29, 2018

- Presenter, “Current Legal Developments,” Greater Kansas City Medical Group Managers Association, Overland Park, Kansas, February 21, 2018
- Presenter, “Securing Capital & Investing in Accountable Care,” ACO Leadership & Strategic Governance Forum, Dallas, TX, September 18, 2017
- Panelist, “A Workshop: Beyond Uncertainty – What’s Next in Our Industry,” Overland Park, KS, August 1, 2017
- Presenter, “Legal and Organizational Thoughts on the Current Healthcare Landscape,” Medical Group Management Association of Greater Kansas City, Leawood, KS, March 10, 2017
- Presenter, “MACRA and MIPS Overview,” Professional Association of Healthcare Office Management Event, Colorado Springs, March 9, 2017
- Presenter, “Developments in Health Care Delivery Systems Will Benefit Physicians,” AAPC “May Mania”, Kansas City, May 12, 2016
- Presenter, “Bundled Payment and Shared Savings Strategies,” Soerries Coding and Billing Institute, Kansas City, May 11, 2016
- Presenter, “Healthcare Law – Continuing Education Series for Tax & Legal Professionals,” Edward Jones, Kansas City, November 12, 2015
- Presenter, “Legal Issues for Dentists Including Malpractice Insurance Exclusions,” Dental Manager Network Society Meeting, September 10, 2015
- Presenter, “Cultivating ‘You, Inc.’ – A Clearly Defined Voice to Success,” Leadership Development Conference CLE, Overland Park, KS, August 21, 2015
- Presenter, Closing Remarks, MGMA-GKC’s Annual Education Conference, April 22, 2015
- Presenter, “Employment Law: Beyond the Basics IV, Affordable Care Act/Obamacare: What Employers Need to Know,” March 24, 2015
- Presenter, “Practice Growth & Financing Strategies, Regulatory Compliance, New Product Lines & ASC’s for Expanding your Practice,” Las Vegas, February 26 – 27, 2015
- Presenter, “Legal Issues and Compliance Updates for 2015,” MGMA-GKC, January 2015
- Presenter, “Legal Issues for Physician Owned Implant Manufacturer Distribution Companies (PODs),” October 24, 2014
- Presenter, “*Navigating through Practice Ownership Models & Strategies for Success*,” GKCMMA, August 20, 2014
- Presenter, “Hospital Acquisition of Independent Physician Offices,” Chris Ford of Cretcher Heartland and Enterprise Bank, August 7, 2014
- Presenter, “Believe It Or Not, The ACA Might Be A Lot About Nothing,” Annual Food & Hospitality Roundtable, July 23, 2014

- Presenter, "Understanding the Practical Application of the Affordable Care Act, Common Sense Planning Strategies for Covering Employee Health Costs and Why the New Insurance Exchanges Might Not Be the Final Answer," Ethics Conference 2014, April 11, 2014
 - Presenter, "Corporate Practice of Medicine and Other Physician Practice Organizational Issues," Kansas Bar Association 2014 Health Law Update, April 11, 2014
 - Presenter, "Position Your Practice for the Future: Independent Ownership vs. Hospital Partnership," February 18, 2014
 - Presenter, 2014 GKCMMA Yearly Compliance Procedures for the Greater Kansas City Medical Managers Association, January 15, 2014
 - Presenter, "Healthcare Reform Update – What Employers Need To Know," Kansas Hospital Association State-wide Webinar, July 17, 2013
 - Presenter, "Understanding the Practical Application of the Affordable Care Act," May 17, 2013
 - Presenter, "Miscellaneous Legal Issues," Sunflower (Kansas) Chapter Healthcare Financial Management Association, April 25, 2013
 - Presenter, "Health Care Law Update," 2013 Kansas City Metropolitan Bar Association CLE
 - Presenter, "Health Care Law Update," 2013 University of Missouri-Kansas City CLE
 - Presenter, "Large-Scale Physician Practices Ease Complicated Regulatory Environment," Medical Development Specialists (MDS) Annual Conference
 - Presenter, "Back to the Basics," Greater Kansas City Medical Managers Association
 - Presenter, "Legal Issues for Financial Managers/CFOs," HFMA Regional Meeting
 - Presenter, "Regulatory Issues and Medicare Compliance," Executive Conference for CEOs and CFOs
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Publications

- Author, "Should you sell your practice to an equity fund?" *Physician's Practice*, January 9, 2024
- Author, "Why do medical practices sell to equity funds?" *Medical Economics*, November 8, 2023
- Co-Author, "Private Equity in Health Care: A Growing Trend," *Minnesota Physician*, July 2021
- Author, "Drawing the Line," *Kansas/Missouri State Line Medical Practice Issues*, Healthy Kansas City, March/April 2019
- Author, "The Future of Healthcare: What Can You Expect?," *Healthy Kansas City*, January/February 2019
- Quoted, "ACOs: The Next Wave?" *Human Resource Executive*, August 2017
- Author, "How to 'Share' Space and Equipment with Other Physicians or Hospitals," *Missouri Medical Law Review*
- Quoted, "Payer Merger Bubble Pops: What it Means for Physicians," *Medical Economics*, April 2017

- Author, "Protecting Your Practice: A Checklist for Office Managers," Missouri Medical Law Report, Winter 2016
 - Author, "Strategy for Maximizing Medicare Reimbursement," Medical Law Report, September 2016
 - Author, "Want to Sell your Practice? Look Beyond the Hospital," Missouri Lawyers Media, Summer 2016
 - Author, "Health Care is Moving Back Under Physician Control," Missouri Lawyers Media, March 2016
 - Author, Legal Issues for Physician Owned Implant Manufacturer Distribution Companies (PODs)," October 24, 2014
 - Author, "Understanding the Practical Application of the Affordable Care Act, Common Sense Planning Strategies for Covering Employee Health Costs and Why the New Insurance Exchanges Might Not Be the Final Answer," Ethics Conference 2014, April 11, 2014
 - Author, "Corporate Practice of Medicine and Other Physician Practice Organizational Issues," Kansas Bar Association 2014 Health Law Update, April 11, 2014
 - Author, "Health Insurance Exchanges: A New Beginning or the Start of the End," Heartbeat: Healthcare Financial Management Association, Winter 2013
 - Author, "What the Health-Care Decision Means," *Law Week Colorado*, July 2012
 - Author, "Accountable Care Organizations – What They Are and What They Can Be," Heartbeat: Healthcare Financial Management Association, Spring 2012
 - Author, "Incentive-Based Physician Compensation Strategies," KC MD News, March 2011
 - Author, "Health Care Reform: There is Light at the End of the Tunnel," KC MD News, November 2010
 - Author, "Health Care Reform Giveth and Taketh Away," Ingram's, September 2010
 - Author, "What Health Reform Means to Your Medical Practice's Health Benefits Plan," KC MD News, August 2010
 - Author, "Health Care Reform – The Realities," KC MD News, May 2010
 - Author, "The RACs Are Coming," KC MD News, March 2010
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Professional Activities

- American Bar Association
- Chairman of the Board of Trustees, Loch Lloyd, Missouri